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IAS 157/72  
6 November 1972

MEMORANDUM FOR THE RECORD

SUBJECT: Minutes of IAS Management Conference, 12-14 October 1972

Allocation of Space in IAS

After a lengthy discussion the following recommendations were made concerning space allocations in IAS.

a. The back of the Teleprompter Room (3N114) will be cleaned out and used for storing equipment and supplies presently in the Store Room. Additional supplies and equipment will be stored behind the drapes in the Teleprompter Room proper.

b. Rooms 3N106, 3N107, and 3N161 will be restructured into one large room and become part of SID.

c. Rooms 3N122 and 3N123 will become part of MD.

d. Part of 3N138, about 20 x 14 feet, will become part of MD.

e. What is presently the Store Room and Shower Room will be rebuilt and become part of RSD.

f. Room 3N169B will become part of MSD.

g. Room 3N105 will serve as an office for [REDACTED] or [REDACTED] 25X1A

h. [REDACTED] 25X1A  
will be provided new offices in the O/Director area. Present plans are for [REDACTED] to occupy 3N113, [REDACTED] part of the 25X1A  
3N115-3N116 area, and [REDACTED] an office to be built in the rear of the Teleprompter Room.

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[REDACTED] is to investigate the ventilation aspects of converting the Store Room and Shower Room into imagery analysts' space, confer with the Deputy Director, IAS, about alternate ways of arranging the front office area, and see that the appropriate changes covering all space reassignments are made.

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It was also recommended that in our planning papers we mention that if the [REDACTED] would be shut down, IAS would not have adequate space for the P.I.'s who would return to IAS. This recommendation should be examined again very closely before it is made in our planning papers as it might prompt the DDI to take actions undesirable to IAS.

IAS Production--What it is today and how do we plan for it in the future?

It was pointed out that there has been a slight increase in the number of projects in the last two years. The number of IOM's has increased sharply and cables and notes are up. In looking at our five production-related tasks the following points of interest were noted:

- a. Current intelligence is at about the rate we projected for FY 73.
- b. Clandestine reporting is about where we projected it to be.
- c. Although basic reporting time was down in the first quarter of FY 73, it will pick up in second half of the year.
- d. Our present assimilation workload is less than what we pro-

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- e. Detailed reporting in FY 73 probably will be between 87-90 man-years.

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MD has noticed a change in requirements. GFB is doing less detailed reporting on the Soviet Union. They maintain a current knowledge of the status of ground force units along the Sino-Soviet border and transmit their findings to OSR orally. MD is also involved in ADP in its reporting: [REDACTED] summaries and Chinese airfield analysis. MD thinks too much ADP

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work could get IAS back into rudimentary P.I. MD also commented on the change in the type of work OSR is doing--more command and control, logistics, and capability reporting.

MSD briefly described its applications of ADP to missile systems analysis and reporting.

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[REDACTED] indicated that there is a need for more communication between our people and headquarters analysts in discussing broad substantive problems. MD and MSD indicated that the present workload hinders this communication.

RSD noted no change in the numbers and types of their requirements. If manned recce systems were to decrease in S.E. Asia RSD would still do repair and damage assessments from SR-71 and KH systems. RSD stated about 95 percent of present S.E. Asia photography is of North Vietnam.

SID mentioned nuclear reporting is expected to stay about the same as now, and stress will be on monitoring installations and refining information. Industrial reporting may change. SID mentioned motor vehicle plants could be put into the basic program and more work will be done on basic industries to push back our analytical horizons. [REDACTED] stated our basic reports effort should stay at about its present level. 25X1A

Our present requirements process was deemed to be working well. It was noted that in the basic program the IRS role is to monitor and question, but not direct what is or is not to be done.

Should there be a reorganization of IAS?

The discussion of reorganizing IAS was centered around the desirability of creating a China division. MSD mentioned the formation of such a division would consolidate the China effort (primarily MSD and MD China responsibilities), provide more management headroom, and provide a good organization for managing substantively.

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[REDACTED] stated IAS cannot have more grade allocations for the formation of a fifth division. We must work within a four division structure. The substantive areas most likely to be combined into a China division are in the Missile Systems and Military divisions. We need to stress in our plans more effort on China and communicate better within IAS to ensure a good cross-fertilization of ideas. IAS does not consider the formation of a China division necessary at this time.

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IAS and ADP

T. G. reviewed the different programs presently in use in IAS. MD stated the China airfield program is getting us back into the OAK-type reporting and away from analysis. The MSD single silo activity program was discussed at length. The Special Assistant is to investigate this program to see how it compares to NPIC's and how OSR uses it. A decision will then be made whether to continue our reporting on single silo activity or let NPIC take it over.

25X1A [REDACTED] mentioned that the intelligence community is in the "Dark Ages" regarding the use of ADP. IAS managers are ill-informed of its uses and should at least take a one-week introductory course. T. G. will brief the divisions on the ADP systems available in IAS and their capabilities. He will also prepare a paper on the ADP programs available for use by IAS analysts.

25X1A T. G. stated there are several facets of ADP that should be investigated to aid IAS. They are mini-computers, remote terminal time-sharing systems, and people like [REDACTED] looking into special types of ADP applications.

It was stated that if IAS were to input into other organizations' programs, we would lose our independence. Therefore we want to try and maintain our own programs. No one could think of a way to measure the cost-effectiveness of an ADP system, but it was stressed that the use of ADP must be continuously monitored.

Review of IAS Management Information Systems and Reports

25X1A [REDACTED] commented on the present time recording system by stating most people are satisfied with our present system. Two areas are to be investigated however; the need for branch chiefs to record their time and how ADP time should be recorded. Jack will report back to the Production Board on these two items.

The management information reports were reviewed, first those that remain in IAS and then those that are done for the DDI. Points of interest were as follows:

- a. IAS Workload by Project and Products--no real use to divisions.

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b. Monthly Time Expended by IAS Imagery Analysts--an annual or semiannual wrap-up would be helpful for comparative purposes.

c. Statistical Analysis of IAS Management Information--now defunct but Jack and Ray to talk about trying to resurrect it. Might be produced by CY and FY with tabular information.

d. IAS Project Information Systems Computer Runs--division chiefs against inclusion of names with products. Names will be included at direction of front office but will be used only as a positive indicator.

e. IAS Planning Paper--to be done for FY 74 and FY 75.

f. Accomplishments Paper--discontinued. Special Assistant to talk to [REDACTED] on our contributions to Agency Annual Report.

#### Avenues for the Career Development of IAS Personnel

Ray opened the discussion by stating IAS has had very good personnel movement. [REDACTED] will look into additional areas where IAS people might work. Areas mentioned were the DDP Planning Staff, a planning staff position in OSR, a DDI staff position, and the reserve lists for the CIA Ops Center and National Military Command Center.

The main item of discussion was the exchange of personnel with NPIC. Ray stated there are several areas in NPIC where IAS and IAS personnel would gain good experience. He has talked to [REDACTED] about positions in the Planning Staff and received a favorable response. He will get permission from Hicks to talk to other components. The entire issue will be discussed in IAS at the conclusion of these meetings to decide the places and personnel to be recommended for the NPIC assignments. The announcement of the exchange is to be verbal, and couched in very careful terms.

Several division chiefs stated there would be a reluctance on the part of the P.I.'s to go to NPIC, and that NPIC would probably be unwilling to accept an IAS manager for a management position. There was some reluctance on the part of certain IAS units to accept managers from NPIC--at this point the Director stated this must be a two-way street if the exchange program was to succeed.

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Other Conferences

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██████████ stated that there should continue to be an annual Management Conference. In addition he stated the need for the following conferences:

- a. Supervisory Conference--to be held with branch, divisions, and front office chiefs to discuss matters like fitness reports, training, and recruitment.
- b. Communications Conference--to be held with cross-sections of IAS (about 30 at a time) to discuss IAS policies, procedures, and other matters of common concern.
- c. Personnel Conferences--the Director, Deputy Director, and Administrative Officer are to meet with each branch chief and his division chief to discuss personnel within that particular branch (beginning in November).
- d. Consumer Conferences--to be held with managers of various consumer organizations. We would review what we do for them and others, what our analytical capabilities are, and what our resources are. We would start with OSR in mid to late January. This conference is not intended to sell us to a consumer, but to make sure we are being utilized fully and effectively.

Recruitment Priorities in IAS

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██████████ stated we have reviewed jackets on nine minority candidates in the last year and hired two of them. The other seven either had no interest in us or were judged unqualified. It was stated by ██████████ that IAS will not lower its standards to hire minorities. 25X1A

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The present procedure being used for the recruiting of all new IAS personnel will continue (divisions selecting people for their divisions only). ██████████ was told to consider hiring against an over-encumbrance of six imagery analysts for FY 73.

Ultra-high Resolution

Actions on the recommendations set forth in the paper are as follows:

- a. An MSD man will be considered for a move from MSD to SID to make use of his engineering degree. He could be used as one

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aspect in determining the use of engineers to do special types of imagery analysis.

b. IAS will seek to employ through normal recruitment practices several engineers in the next four or five years to prepare for UHR.

Exploitation Equipment in IAS

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[REDACTED] summarized the present equipment status. The new ELT 2 x 9 light tables and B&L 240R microscopes which we will acquire shortly are the basic tools we will need to exploit system materials of the quality expected the next two years.

Our FY 74 equipment funds of \$326,000 are programmed for procurement of a 10 x 10 stereo comparator and one or two wide-field high-power microstereoscopes.

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[REDACTED] is to brief the Production Board on the testing and maintenance of IAS' exploitation equipment (10-15 minutes).

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